

*Write to John Goldsmith
by 5th Oct*

CAMBRIDGE REGIONAL

HERITAGE STRATEGY

*It is important to consult with people in the field
and add them in limited numbers as you enter in my comments*

a joint initiative of
Cambridge City Council
South Cambridgeshire District Council
Cambridgeshire County Council
supported by
South Eastern Museums Service

April 1998

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*Arguing for more change
& stuff in there*

FOREWORD

At a meeting in the Cambridge Guildhall, on 2 December 1996, it was decided that the Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council should provide together a Strategy for the portable human heritage of the Cambridge sub-region. This is the southern part of Cambridgeshire, the area covered by the three Authorities together.

A Steering Group was formed for the purpose. In August 1997, it appointed a Researcher to gather information and to work up a draft Strategy. The research project itself is an example of the cooperation that is needed: the funding was provided jointly by the three Local Authorities with generous support from the South Eastern Museums Service.

Our Councils have long provided for the human heritage of the sub-region. On account of so many demands on limited resources, most of our support is in the form of short term project funding; but the research for the Strategy has shown that heritage management needs a longer view in order to plan coherently.

During December 1997 and January 1998, the three Councils endorsed our draft Strategy. In March 1998, we agreed on refinements of that draft with proposals for implementation. We present it here with our commendation.

Cllr Nigel Cathcart (South Cambridgeshire District Council)

Cllr John Durrant (Cambridge City Council)

Cllr Angela White (Cambridgeshire County Council)

16 April 1998

CMT/CFM taking proposal as catalyst for this report

ABSTRACT

Following the first, introductory, Section, the next four Sections assess the state of the art and the requirements for provision in museums and other collections of artefacts, in archives, in local studies collections, and in the two main data bases for the human heritage of the Cambridge sub-region. Varying the analysis as appropriate to each group of facilities, detailed attention is paid to preservation, research and collecting. Access and promotion are treated next, and then display. The analysis of each group is completed by summing up the requirements of documentation for collection management. For each group, a set of Objectives is derived.

Section 6 calculates priorities among the Objectives. Section 7 collates all of the Objectives in a single list. Section 8 sets out a five year schedule of development. Allowing that the Strategy would need a pilot phase, a more detailed programme is set out for the first year of operation. Section 9 provides a brief summary.

PREFACE

This document is an abridgement of the full report to the Steering Group responsible for developing the draft Strategy. Section 6 is somewhat shorter in the present document, the Appendices have been deleted, and a few minor editorial adjustments have been made.

The members of the Steering Group are Cllr Mr J Durrant (Cambridge City Council, Chairman), Mr K Batcheler (Cambridgeshire Association of Local Councils), Dr R Boast (Cambridge University Museum of Archaeology & Anthropology), Mrs K Brown (Farmland Museum), Cllr Mr N Cathcart (South Cambridgeshire District Council), Mrs P Fitzgibbon-Halls (Cambridge & County Folk Museum), Mr T Heathcote (South Eastern Museums Service), Prof. M Hesse (Cambridge Antiquarian Society), Mrs S Oosthuizen (Cambridge Antiquarian Society), Dr A Upjohn (Cambridge Museum of Technology), and Cllr Mrs A White (Cambridgeshire County Council). The work for developing the Strategy was directed by J Goldsmith, County Museums Officer (Cambridgeshire County Council). Remarks or enquiries should be addressed to him in the first place, at: Shire Hall, Cambridge CB3 0AP; tel. (01223) 718136; fax (01223) 362425; e.mail John.Goldsmith@libraries.camcnty.gov.uk.

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1.0 INTRODUCTION

1.1 HUMAN HERITAGE

The human heritage is a source of meaning and quality in our lives. We can interpret history as we will; but its material remains cannot be refuted. We are bound to acknowledge the evidence - if only by hiding or damaging it.

Yet, unless systematic care is taken to preserve samples of the stuff of times past, it is easy to lose knowledge of history through the processes of social and economic development. For this reason, conservation has become an aspect of planning; and, as planning authorities, Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council are important agents for preserving aspects of our heritage in towns and the countryside.

1.2 STRATEGY FOR THE PORTABLE HERITAGE

The planning process works well for the built environment. Like most other Local Authorities in the UK, the three Councils for the Cambridge sub-region have also long supported preservation of aspects of the 'portable heritage'; but, since statutory provision for these aspects is much weaker, a strategy is needed for ensuring that due care is taken in this field too.

That is the first aim of the proposed Cambridge Regional Heritage Strategy: to create a plan on which the three Authorities can work together. The Strategy would produce an agenda with which they could assess the merits of particular proposals; and, by dint of such a comprehensive, coherent and integrated plan, the quality of such proposals would be enhanced.

In order to ensure a representative sample of the resources, account must be taken of the whole field. The human heritage comprises six aspects: social organisation; political and economic organisation; everyday life; knowledge; language; and technology.

Rarely does heritage management quite overcome the professional demarcations between historians, archaeologists, ecologists, museum curators, archivists, librarians. The present report is no exception. It must be stressed, then, that the six aspects of the human heritage lap into each other. The archaeological record, for example, is an archive comprising three components: paperwork deposited in the Cambridgeshire Record Office; finds stored in museums; and electronic data in the Sites & Monuments Record. With selective illustration drawn from the results of the survey for the Strategy, the present document reviews the state of the art among each set of providers and sets out objectives for fulfilling the general aim of the Strategy.

In the end, the portable heritage cannot be separated from its built environment and the

rest of the cultural landscape. The decision to restrict the scope of the Strategy, in the first place, to portable objects was made on pragmatic grounds. There is a strong presumption that the Strategy would be broadened, in due course, so as to cover the built environment and cultural landscape too.

It has been very stimulating to think about 'an ideal model of adequate provision' (as required by the Brief for the research). The result, set out in the present report, is a vision with implications for major improvements in direct provision and high possibilities of attracting partnership funds; but this is no 'heritage utopia'. For Cambridgeshire is relatively undeveloped: comparison with other major historic towns in rural hinterlands showed that public provision in the sub-region is modest. There is a long way to go.

1.3 PRINCIPLES

The Steering Group agreed that four principal fields of activity serve to preserve and maintain the portable human heritage: museums, archives, local studies collections, and - helping to keep track of the resources - data bases. Accordingly, the Strategy must ensure that provision is made for each of these activities; and, to that end, in turn, the Group agreed that five functions or sets of functions (F) must be ensured. They are, in order of priority:

- F1 preservation, conservation and collection of the resources
- F2 use of the resources
- F3 facilities for using them
- F4 availability of skills for using them
- F5 promotion in the interest of preservation, and liaison among users and providers

These functions depend on each other: they are separated here merely for clarity of analysis. They comprise a cycle which sustains the human heritage (see Figure 1 and Table 1). Supporting them is the fundamental long term process of life-long learning and the cultivation of awareness and responsibility.

2.0 MUSEUMS

2.1 INTRODUCTION

There are five museums with important general collections of material from the sub-region, and two others with smaller collections. In addition, the County Council runs a store in Landbeach; and there are a few other small collections which the Strategy should cover in the interest of systematic provision.

In order to understand some of the variation in activity and conditions among the museums, it must be noted that not only are their purposes various but also their histories and their professional resources. This diversity is an asset. For voluntary commitment produced most of the collections in the first place and volunteers' creativity continues to enliven the whole field. The proposed Strategy is likely, in general, to encourage volunteers and professionals to draw on each other for help and inspiration.

2.2 RESEARCH, COLLECTING AND RECORDING

2.2.1 collections and collectors

A synopsis of the present scene is provided in Table 2. Only one of the museums claims to be collecting actively in the sub-region (2.2.10(a), below); but there are other professional agencies that are collecting archaeology. In addition, the University of Cambridge and two amateur groups are making archaeological collections in the course of training and research.

Something of an unknown quantity is the activity of metal detectorists. The Museum of Archaeology & Anthropology and the Fitzwilliam Museum, in Cambridge University, receive reports of finds under the provisions of the Treasure Act (1996).

2.2.2 Cambridge & County Folk Museum

One of the Folk Museum's prime assets is its ancient and evocative building. Yet the building is very difficult to adapt for displays and storage. The scope of its collection makes the Folk Museum the most important single museum for the Modern history of the sub-region (Table 2); but the survey for the Strategy revealed a series of major problems.

The main strength of the collection is in the field of 'everyday life'. The collecting policy is due to be reviewed in 1999; and, now that the Farmland Museum has reopened, the review will reassess the geographical and thematic scope of collecting.

For lack of resources, however, collecting has all but ceased. No research is carried out in the field at present. Nor is research undertaken on the present holdings, other than in

*Tape recording
Ongoing knowledge of local
things among quakers / by letter
Volunteers*

connection with exhibitions from time to time.

There is a major back-log in recording the collection and its provenances. For a third of it, there are no records whatever! This problem should be enough in itself to bring collecting to a halt.

2.2.3 Cambridge Museum of Technology

The Technology Museum was set up in a historic building – the former pumping station. While, for visitors, the building is a wonderful asset in the same sense as that of the Folk Museum, for the curators, again, it is difficult to use and its picturesque riverside location - exacerbated when the great engine is put into action on 'steaming days' - is a liability - damp.

The collecting policy can be construed to include not just technology but also related social history. In practice, its collecting area includes places outside the sub-region. However, the museum is doing virtually no active collecting; it is not carrying out any field research; and there is little research on the existing collection. Nor would it be easy to study the existing collection, since, other than a basic inventory, there is a major back-log of documentation.

On going research by several individuals, but this has to be stored at home.

2.2.4 Farmland Museum

The Farmland Museum too is on a site appropriate to its theme. Like the Technology Museum too, its collecting area reaches beyond the Cambridge sub-region. The collection policy has to be assessed in relation to that of the Folk Museum (2.2.2).

Because the museum has been reorganised recently, it is not collecting actively; and there is very little research either in the field or on the existing collection. For, with the greatest part of its collections, the museum has inherited a back-log of recording which is occupying the staff (and see 2.6). However, when offered, the museum takes opportunities to acquire new material in order to complement the existing holdings; and, in general, the curator knows about materials in the area that may become available for collection.

2.2.5 Cambridge University Museum of Archaeology & Anthropology (CUMAA)

The CUMAA ('Arc & Anth') is based on the collection of the Cambridge Antiquarian Society, which included a significant corpus from the sub-region; but, as a teaching museum, its collecting is now limited to material collected in the course of systematically directed research. At present, that tends to mean work on landscape history, broadly defined, and it excludes most of the archaeology collected in connection with

development. In the sub-region, the emphasis of the collecting is on archaeology; there is scarcely any 'contemporary' collecting. The collection is a major resource for the study of long-term historical change. The museum is supporting a couple of modest projects of field research in the sub-region; and some work is taking place on part of the holdings of prehistoric pottery.

2.2.6 St Neots Museum

The collecting area of the new museum in St Neots laps into the Cambridge sub-region. It is not collecting at present because the curator is concentrating on getting the museum established. In that connection and with help from the St Neots Local History Society, some "basic" research is being carried out on the existing collection; and there are plans for more extensive work later.

2.2.7 Royston & District Museum

Royston was part of Cambridgeshire until a century ago but was then assigned to Hertfordshire. Although the museum concentrates on the town, it continues to watch for opportunities to collect in the adjacent parts of Cambridgeshire; and a modest programme of research is maintained on the existing collection, partly in connection with the museum's documentary resources on local history. Almost the whole collection is catalogued at a basic level; and the photographs are now recorded in a computer data base.

2.2.8 Saffron Walden Museum

The collection at the Saffron Walden Museum includes some finds and assemblages of items from parishes near by in Cambridgeshire. The museum takes account of collecting policies among the museums in Cambridge and the South Cambridgeshire District.

2.2.9 other collections

There are four other kinds of collection. The largest is accumulating through archaeological investigations in connection with schemes of development. Second, there are academic research collections. Third, there are small collections not normally open to the public. Fourth, there is widespread amateur collecting.

In theory, through the planning process, the County Council has strategic goals for archaeology, from which should follow priorities for collecting. In the Cambridge sub-region, for want of a museum with the appropriate purpose and facilities, developers' archaeological contractors are expected to deliver their finds, when they have finished

studying them, to the store at Landbeach.

Lack of a general framework does not preclude particular projects of research. Among others, the largest archaeological research collection is that assembled from the 1950s to the '80s on Castle Hill, Cambridge. Now deposited at Landbeach, this material remains to be fully archived. The finds from the County Council's investigation of the cemetery at Edix Hill, Barrington, are destined for the CUMAA.

There are other collections which would be difficult to cover in a Strategy. A small Museum of College Life has recently been formed in Emmanuel College; but the assumption is that it is to serve the College, not the general public. The Brick & Tile Collection is becoming known as a reference collection. It is in Haddenham but includes material from the Cambridge sub-region. However, the proprietor insists that it is no museum and that it remains private.

Amateur archaeology groups tend to bring their collections to the Sites & Monuments Record for deposit at Landbeach. At present, in consultation with the County Council, the Haverhill & District Archaeology Group is doing outstanding work, and, no doubt, their collections will be deposited fully recorded.

At worst, there are collections maintained in privacy without adequate documentation, and assembled without either academic or ethical validity. The Sites & Monuments Record seeks to record the activity of metal detectorists; but it is not known how much they are finding in the sub-region.

2.2.10 assessment

(a) research and collecting

Little collecting is taking place with a view to building up a systematic sample of the area's human heritage. Table 2 shows that the collections of the Folk Museum and the Technology Museum complement each other; and that they are matched by the sample held at the Archaeology & Anthropology Museum. The collections of the Technology Museum and the Farmland Museum complement each other too. Each can be related to the built environment.

Yet notable gaps remain between the collections. Some can be filled. Ethos and knowledge, for example, are better evinced in other kinds of resources, such as archives; but, although it is not open at present, the Police Museum illustrates civic organisation, force and aspects of world view and knowledge (2.1, 2.3 and 4.1-3 in Table 2). More seriously, there are gaps between collection policies for the sub-region, such as the lack of cover for pre-Stuart social history.

The basic problem is lack of a general agenda for research. To be sure, even if there were

one, the museums lack the staff to carry the work out; but if a Strategy indicated specifications, it might prompt other institutions to contribute.

Among the archaeologists, both the 'Eastern Counties' group of local government officers and the Historic Buildings & Monuments Commission for England are forming agendas for the welter of development projects. Yet, even if such agendas were established, it would not necessarily follow from its interest in research that the CUMAA would accept more collections.

The Folk's policy excludes the Middle Ages and the Farmland Museum's excludes aspects of social history, so the sub-region lacks provision for collecting earlier material other than by academic research (results of which could be taken by the CUMAA). Worrying for the future is that the recent survey for the Strategy found virtually no evidence for collecting contemporary material. There is scope for tidying collection policies up; and the Folk and Farmland Museums look forward to doing that in 1999.

Royston Museum is the only one that claims to be collecting actively and systematically – and that, perforce, at a modest scale. The Folk Museum has virtually ceased to collect at all. On the other hand, an unknown number of metal detectorists is at large. In Norfolk, the County Council devotes considerable time to recording their activities. The Cambridgeshire County Council acts on the same principle but with very little time. At its best, the liaison between Shire Hall and the amateur Archaeology Field Groups provides a model of what can be achieved to everybody's benefit – albeit the prizes are modest compared to what some detectorists hope to unearth ...

(b) recording

There is a dire back-log of recording at the Folk Museum; and the Technology Museum and the Farmland Museum have inherited the same kind of problem. This gravely hampers collection management. On the other hand, museums as various as the CUMAA and the Royston and St Neots museums have documentation firmly in hand.

In regard to archaeology, mechanisms and standards are under review for the work carried out in connection with schemes of development. There is a chronic back-log from the important research on Castle Hill, Cambridge, and, unless or until that is sorted out, the finds will remain of limited value. There are also some back-logs from other 'rescue' digs carried out before 1990. For Cambridge, the new Urban Archaeological Data Base will help to delineate the problem if not to resolve it (5.1, below). Not all amateur field work is recorded to the standards maintained by the Haverhill Group.

2.3 PRESERVATION

2.3.1 principles

Preservation is the most basic curatorial function. Without adequate provision for preservation, there is no point in collecting and, in the longer run, there can be nothing to exhibit or study. To preserve a collection requires facilities for secure display and storage and, if necessary, conservation. Preservation also depends on skilled handling of objects.

2.3.2 storage

The Archaeology & Anthropology Museum is happy that it has adequate space, so long as the University provides the improved facility that is hoped for. On the other hand, one of the critical problems for the proposed Strategy is that, for lack of room to store new acquisitions, the Folk Museum has virtually ceased to collect. The existing space is insufficient even for what the museum has already. Ironical here too is that, for lack of space, so many items are on display that some damage has occurred from crushing. The Technology Museum reported to the survey for the Strategy that storage there is "quite inadequate for present or future".

Royston Museum falls between these poles. Storage has been increased by giving up some of the gallery space. According to the principles for the Heritage Strategy (1.3), the curator made the right choice among priorities; but, as at the Folk Museum, the choice was invidious.

Different kinds of collection have different requirements for storage. Like others in Essex, Saffron Walden Museum is especially concerned about the growing bulk of archaeological finds produced by recent development projects. Since 1994, Cambridgeshire is in a better position, thanks to cooperation between the County Council and the South Cambridgeshire District Council, which created a new store at Landbeach; but, here too, the space is filling. The immediate requirements of storage and access are satisfied by the contractors, but responsibility for the collections remains the County Council's. The Heritage Strategy may have to provide guidance on selective disposal of finds.

The Farmland Museum has adequate space, as should be expected following its relocation; but, even here, there is not room for storing more of the large machines that are important in agricultural collections. The curators know where specimens can be found; but, so long as they know that those machines are kept in good condition, they are in no hurry to acquire them.

Storage is a matter of the quality of space as well as the volume. The barn at Landbeach is not equipped for keeping susceptible materials. Organic materials need both atmospheric control and isolation. The County Council keeps metals in a special store at Fulbourn; but

that is now full. If, then, a hoard of prehistoric bronzeware were found and submitted by an amateur detectorist, like as not it would be assigned to the British Museum for lack of an appropriate facility in the sub-region itself.

2.3.3 security

Storage has to be secure. In this regard too, the Museum of Archaeology & Anthropology is proud to claim that it probably exceeds the basic standards recommended by the Museums & Galleries Commission - enabling it to accept precious loans from other museums. St Neots Museum and the Farmland Museum too, for example, are in good order, having implemented recommendations from the Commission. On the other hand, as a timber building, the barn at Landbeach is susceptible to fire.

2.3.4 conservation

In regard to conservation, conditions are satisfactory at most of the museums. The County Council offers the services of a conservator and small grants to cover more substantial tasks. However, at two museums, the conditions are too serious for this arrangement: at the Folk Museum, the problem is the lack of room to store the collection properly, while the Technology Museum, asked how much of its collection is in stable condition, reported that the figure is 5% [yes]. The implications for these two museums are expensive.

2.3.5 assessment

Since the Archaeology & Anthropology Museum holds some of the best historical material from the sub-region, it is very satisfying that its facilities are so adequate. Cambridge University is providing a great service with very little support from the Local Authorities (Museums & Galleries Commission 1992).

Provision of the store at Landbeach was a major improvement - and a signal example of cooperation between Local Authorities; but much remains to be done for preservation. Unlike the much bigger, purpose-built depot opened at the same time for Oxfordshire, Landbeach lacks both the quantity and the quality of space to cater for all the demand; and, of course, the space there is for collections from other parts of Cambridgeshire as well as the Cambridge sub-region.

The other major problem, at present, is lack of storage at the Folk Museum. Moreover, the primitive conditions at the Museum of Technology will become increasingly embarrassing once - as hoped and expected - more visitors discover it.

2.4 ACCESS AND PROMOTION

2.4.1 principles

The cultural heritage could be preserved in secret; but only use, appraisal and enjoyment sustains the resources and their values (thus the second principle for the proposed Strategy – 1.3, above). Unlike the conditions for preservation, access can be suspended temporarily without detriment (the Police Museum, for example); but certainly, for public organisations, accessibility must be the principal criterion for deciding whether to provide for the heritage. (By access is meant, here, physical access. Intellectual accessibility is important too but will be covered in the following sub-section.)

It is fair, however, to expect visitors to devote a certain amount of effort to reaching the museums. The more specialised the collection, the less critical is ready accessibility; and, by the same token, access is more important for exhibitions than for stores.

On the other hand, promotion is a necessary function for letting people know that resources are available. New information technology may offer more effective forms of access and promotion.

2.4.2 location

The first requirement is that people can reach the resources. Compared to many other parts of England - even parts of Cambridgeshire and East Anglia - the Cambridge sub-region is well served by routes and by public transport; but, in order to achieve consistently integrated provision, a survey of the resources is needed.

Each of the museums, including the ones outside the sub-region and the store at Landbeach are near main routes and served by public transport. The curator of the Farmland Museum and the officer responsible for most of the material at Landbeach consider that public transport to their respective sites is inadequate; but both are on 'bus routes served hourly.

The obstacles should not be under-estimated, however. Parking is notoriously difficult in Cambridge; and, compared to the museums in St Neots, Royston and Saffron Walden, neither the Folk Museum nor the Technology Museum is located conveniently for pedestrians making their way from the middle of town.

2.4.3 access on site

If location is the first condition, opening hours must be the second. During its first year at Denny, for example, the Farmland Museum is closed during the winter. The hours at the CUMAA are determined, in the first place, by the requirements of the University; but

they are extended for the benefit of visitors, during the summer, with a grant from the City Council.

On the assumption that (however defined) the best or most informative things are the first to be shown, the next priority is accessibility of the exhibits. Normally, access to stores is less important; but there is more demand now.

At present, there is general concern to provide for individual physical needs; and, at each of the museums, the staff are keen ensure access for all, taking account of disabilities in movement, sight and hearing. Awareness of the requirements and preferences of children is reflected in the design of displays, at the Farmland Museum, for example. There is less concern for groups: in effect, they are expected to adapt to the conditions of the museum. In all of these ways, the Folk Museum has a special challenge: the building itself is such an asset but, even for the able bodied, it is awkward to get about in it.

Public access is needed very occasionally, for study, at stores as well as in the galleries. This requirement is arising more now on account of the increased amount of archaeological finds made in the course of excavation for development. Not only the museums but also the excavators have to make their stores accessible.

At both the Folk Museum and the Technology Museum, provision for access is constrained by conditions imposed in the interest of preserving the architecture. The same applies to the CUMAA but its building accommodates visitors much more easily.

2.4.4 promotion

Promotion is a complicated art but it suffices, here, to touch on the simplest principles. The museums each employ, in some measure at least, the main forms of promotion, both undertaking simple programmes of their own and taking part in collective schemes. For educational groups, the scheme Museums & Galleries in Cambridge (MAGIC) is especially important, and has benefitted notably the Folk Museum and the Museum of Technology.

Particularly interesting for the proposed Strategy are forms of circulation and promotion devoted to the human heritage. A model of this form is the periodical, 'The Conduit', which advertises the activities of the museums and most of the historical and archaeological societies in Cambridgeshire. However, it is remarkable, for such an historic town as Cambridge, that promotion to the wider public is limited.

Signs are important. Use is made of both 'brown tourism signs' (e. g., the Farmland Museum) and, in the towns, the gold-on-black finger posts for pedestrian visitors. The new electronic media offer untold possibilities.

2.4.5 assessment

It is essential to ensure and encourage access to the museums. In general, the museums in the sub-district are accessible; and the curators are well aware of the importance of making the galleries easy for all to use. In as much as cultural resources are only maintained through use, the compromise with gallery space that was forced upon the Royston Museum is not sustainable in the long run (see 2.5.1, below).

Promotion is a vital function. The Strategy could aptly seek to enhance cooperation between the museums.

2.5 DISPLAY

2.5.1 principles

Display is the pivot of the cycle of activity that maintains the 'portable heritage' (Fig. 1). For example, so long as the Police Museum is stored away - for want of either site or staffing - at Landbeach, where few can visit the collection, we are deprived of evidence less obvious or lacking completely at the other museums - and yet very relevant to contemporary debate about ethics and order.

Presentation is a process of selection, design and interpretation. In recent years, it has been the subject of experiment - and soul-searching - among museums the world over. Much attention has been devoted to the educational effects and potential of display (but this leads beyond the immediate terms of the proposed Strategy). It has already been shown that display depends upon and affects other aspects of management (2.3.2).

2.5.2 exhibits

The first requirement is items to show. This is not as simplistic as it sounds. For example, it is quite conceivable that, on account of the lapse in 'contemporary collecting' (2.2.2, 2.2.5), a curator assembling an exhibition on the profound change among villages around Cambridge since 1950 would have to borrow domestic 'mod cons' from elsewhere.

The second requirement is the space for display. Archaeologists consulted about the proposed Strategy were unanimous over the need for an archaeology gallery in the sub-region. Many new discoveries fall outwith the remit of the CUMAA. In practice, it will show especially interesting chance discoveries; but there is no systematic provision. Even where there is a gallery, there may not be enough room to exhibit pieces to advantage - another of the worries at the Folk.

It is important for a museum to have a programme of temporary exhibitions in addition to the permanent display. This commonly allows the curator to circulate objects from the

stores; and it helps to stimulate public interest. Ironically, at the Folk Museum, one of the consequences of inadequate storage (2.3.2) is that it is difficult to make enough room in the galleries to mount temporary exhibitions.

In Oxfordshire, the County Council has solved the problem radically by bringing collections to a central store. In effect, then, the participating museums have been reduced to display spaces only. By no means is this method necessarily to be recommended for the Cambridge sub-region; but it does illustrate benefits of cooperation between Local Authorities (responsible for the museums in question).

On the other hand, an integrated Strategy could exceed the achievement in Oxfordshire. One of the successes of the 'Heritage Showcase' at Cambridge Central Library, a couple of years ago, was the collation of exhibits from museums with ones from archives and the adjacent local studies collection.

Another way to combine resources is to link different museums in an integrated 'trail'. This has been done by the 'MAGIC' scheme in providing for single parties to visit both the Folk Museum and the Technology Museum. Add the Farmland Museum, and they could certainly have an ample view of Cambridge and county past!

Every curator knows the benefits of holding special events. The County archaeology office's 'roadshows' are attractions that benefit research as well as visitors. Most are held at museums. Visitors are invited to bring finds in for identification. Although most of the objects are 'stray' finds, some are both interesting in themselves and valuable indicators about buried sites. At the same time, of course, these events are good opportunities to develop public relations.

2.5.3 presentation

The archaeology gallery in the CUMAA was redesigned in 1984 but the curators are considering refinements of presentation. Equally, both the Farmland Museum, reopened in 1997, and the St Neots Museum, also brand new, are already considering refinements of exhibition design. The Folk Museum would like to follow suit. Each seeks to engage visitors by amplifying presentation with media other than 'glass case' exhibits - with objects that can be handled, for example, or with sound tracks. They are aware of catering for visitors of various intellectual and cultural experience.

Here too, there must be opportunities for introducing other sources of information - from other museums, for example, or the archaeology and buildings data bases (see 5.0, below), and perhaps from resources beyond Cambridgeshire too - by means of the new communication technology. For example, where visitors to the Farmland Museum are given joint access to both the museum and the adjacent ruins of Denny Abbey, the data bases could be made available for visitors to find out for themselves about Medieval monasteries and their farms. Yet, to carry that kind of development out systematically

calls for more liaison than the present networks can provide.

To help visitors to understand, appreciate and use the connections between resources demands that more guidance should be provided. That entails both more resources for study, such as the local studies material collected at the Royston Museum, and more staff time.

Moreover, directly or indirectly, as they respond to displays, visitors often contribute additional information about them. Several respondents to the questionnaire for the Strategy remarked on this process as a time consuming but vital feature of their jobs. It enhances our understanding of the collections; and it shows how the cultural heritage involves, articulates and sustains its community. As with the 'archaeology roadshow', however, it takes trained staff to recognise the opportunities when they arise and to work with them.

The new electronic media can be used for not only promotion but also 'virtual' access. The CUMAA has produced a CD-Rom; but it laments that distribution among schools is hampered by lack of equipment to play it. This kind of scheme is likely to be far surpassed by the Internet: both Essex County Council and Oxfordshire County Council have begun to experiment with entering images of museum holdings, along with supporting information.

2.5.4 assessment

One of the most striking findings of the survey for the proposed Strategy was the potential for combining resources of different kinds to produce a fuller experience of the heritage. Workers in museums, archives, local studies collections and the data bases alike are keen to assess the opportunities. New technology is likely to make such developments comparatively easy to achieve.

Display is apt to stimulate demand for more access. For example, a temporary exhibition of recent archaeological discoveries could beg questions about a permanent gallery for the sub-region - to which the CUMAA, with the best will, could not respond unaided.

Display ensures the vital function of articulating the past with its inheritors. Managed with skill, it can be a dynamic, creative process which enhances the cultural heritage itself.

2.6 DOCUMENTATION

The point is simple but most important: systematic documentation is basic to effective management of collections. A distinction can be drawn between two kinds of documentation: the detailed account of what is and has been done with each object or set

of objects; and the assessment of the object's historical significance. Collection management depends on the former, although often, in practice, the two kinds of record depend on each other. Aspects of documentation have been considered already (2.2).

For visitors, the most important set of documentation is usually the catalogue. The catalogue for the CUMAA is practically complete; and the Technology Museum too has at least basic information on its whole collection. The St Neots collection will be fully catalogued by next spring. At the Farmland Museum, however, less than a quarter of the collection is catalogued! That problem affects the time available for collecting (2.2.4).

Several of the museums lack full documentation on how particular objects or whole collections were acquired and subsequently treated. The Folk Museum lacks records for up to a third of its collection. Some of the objects themselves have lost their identifying numbers. One of the objectives of a Strategy should be to promulgate a set of guide lines on management documentation (e. g., those of the Museums & Galleries Commission).

It ought to be possible for visitors at one museum to find out about collections in others, and not only others in the sub-region but also those elsewhere. The CUMAA has just launched its catalogue on the Internet.

2.7 OBJECTIVES

2.7.1 general

The Strategy should be based upon a systematic appraisal of the resources; and it would have to maintain constant reference to that framework. For museums, there would be four general objectives (related to the principles for the Strategy -1.3, above):

- to ensure the preservation of a representative sample of the resources (F1)
- to maintain and enhance access to museums and other public collections (F2)
- to seek integrated access to and between public resources in the care of different institutions (F3)
- to develop and encourage liaison between the institutions providing for the care of resources and for access to them (F5)

2.7.2 particular

The review for the Strategy has revealed the need for nine specific objectives. They are as follows (including reference to the principles for the Strategy [1.3, above]).

- O1 To review collecting policy in reference to (a) a systematic analysis of the components of the human heritage and (b) existing policies among providers; to seek agreement among the museums about over-laps and complements between their respective policies; and to identify options for refining those policies (F1)

- O2 To work out an agenda for research, (a) addressing both prospective requirements for collecting and inherited problems yet remaining to be worked through and (b) identifying institutions and funds for carrying the work out (F1)
- O3 To assess the feasibility of enhancing the storage facilities at Landbeach, and review alternative provision (F1)
- O4 To continue to seek options for resolving the problems of storage at the Folk Museum (F1)
- O5 To continue to seek options for resolving the problems of preservation at the Technology Museum (F1)
- O6 To work out the principles of a scheme for encouraging cooperation between the museums in display and exhibition (F2, 3)
- O7 To assess the requirement for an archaeology gallery for the sub-region and, if appropriate, the feasibility of setting one up (F3)
- O8 To assess provision for monitoring the results of amateur collecting, especially archaeological (F1, 2)
- O9 To enhance promotion of the resources and facilities both among the public in general and among specific interest groups (F5)

3.0 ARCHIVES

3.1 PRINCIPLES

Archives are repositories of documents of various kinds produced by organisations or projects. Most archives have responsibilities for particular institutions. Some collect additional materials too. Unlike those of libraries, archival holdings are unique or very rare, but the distinction is not precise (see 4.1, below). Taken together, archives bear on all aspects of the human heritage; but, for one period of history and another, different aspects are more or less likely to be covered.

The principal functions of archivists are to collect, record and preserve documents, to conserve them if necessary, and to make them available for users. Commonly, archivists expect to provide expert guidance for users. They may also be expected to assess likely sources of further acquisition and to find out about complementary holdings in other archives. Public archives may be expected to provide educational facilities and to promote their resources and services.

In effect, these principles have developed over just a couple of generations, since the 1940s. Like the museums, but for different reasons, the archives in the sub-region are diverse.

3.2 COLLECTIONS

The principal public archive is the County Record Office which serves the County Council and certain other public functions as well as holding extensive records from various statutory bodies, private concerns and particular families. (Most of the County's records for Huntingdonshire and Peterborough are held at the Huntingdon branch, not the main office at Shire Hall.) One of the most important archives, the Ely Diocesan Records, is deposited at the Cambridge University Library; and, on account of the University's former but longstanding responsibilities and privileges over Cambridge, the University Archive also has extensive holdings of public records. For many purposes, the British Library and the Public Record Office, in London, have to be consulted as well; but there is a copy of the papers of William Cole, the antiquary, at the County Record Office. Most of the museums have archives of interest for local history and archaeology too.

Among the most important archives for both Cambridge and its hinterland are the University Colleges'. As land owners, they have greatly influenced the history of the sub-region (and beyond). It was not possible to make a definitive list but, assessing the holdings on their estates, the research for the Strategy identified ten major archives among them. The scope of these archives varies: where, for example, St John's observes a strict definition of corporate affairs as the criterion for archiving, Caius College includes private papers as well. Queens' College consigned the greater part of its archive to the University Library - a move controversial among other colleges. The University

Archive too contains private corporate material as well as records of its statutory activity. Cambridge University's Collection of Air Photographs is an invaluable resource for the history of land use and for landscape archaeology. The County Council has commissioned the Collection to carry out aerial surveys from time to time (and the Collection ranges much further afield too). The East Anglia Film Archive has significant holdings for the sub-region. There is now a proposal for a regional Sound Archive too.

There are other archives further afield that relate to the sub-region. That of Merton College, Oxford, is an important resource. Again, the National Monuments Record, in Swindon, holds documents and photographs of various kinds. The County Record Office is required to take account of such resources.

3.3 RESEARCH, COLLECTING AND RECORDING

3.3.1 research and collecting

Hardly any of the archivists for the sub-region prospect for potential acquisitions. From time to time, researchers discover gaps among the archives or new resources; but, beyond their immediate institutional responsibilities, most of the archivists lack the resources to carry out enquiries of their own. Compare museums (2.2.10). However, the East Anglia Film Archive makes a priority of prospection.

For example, public holdings of the records of the mid-Century County War Agricultural Committee are incomplete or entirely absent from both the County Record Office and the Public Record Office. For some parishes, these records probably cover a series of major changes to soil, water and farming practice; and it is not known why they are missing. Archivists are better equipped to find out about this than historians.

The basic problem lies less with the archivists themselves than among the organisations that make, file and discard records: there is not enough awareness of the value of systematic provision for archives. For example, neither the Cambridge City Council nor the South Cambridgeshire District Council employs an archivist as such. Could the County Record Office's remit be extended?

Nor, for that matter, do most of the Colleges employ archivists as such: in most cases, the work would not occupy an archivist full time; but Pembroke College, for example, retains an archivist strictly ad hoc. Considering the quality of the holdings here and at others of the smaller Colleges, that must be the minimum requirement.

As everyone knows, during the past thirty years, the volume of paperwork has increased enormously. Are archives to retain copies of everything; or are archivists to devise methods of selection and sampling? The question has begun to exercise the Society of Archivists but the survey for the Strategy found no evidence that it is under consideration in the Cambridge sub-region. Again, as we develop magnetic and electronic archives,

archivists have to work out whether or how they can adapt their techniques for new media. King's College now distinguishes between provision for older documents and the requirements of its Modern Records.

3.3.2 recording

As with museums (2.2.10(b)), so for archives, recording accessions is a task that cannot be taken for granted. The County Record Office has accumulated a serious back-log of work which it is struggling to overcome.

3.3.3 assessment

Little research on collections and sources is carried out by archivists in the sub-region. They have barely begun to assess the implications of growth in records during the past thirty years. There is a grave back-log of documentation at the County Record Office.

Many organisations lack any provision for archiving. Among the Colleges are examples of part-time provision which other organisations might do well to consider.

3.4 PRESERVATION

3.4.1 principles

The principles for archival preservation are the same as those for museums. Unlike museum objects, however, much of an archive is handled directly by users. Public archives in Cambridge and elsewhere are being used more than they were a generation ago.

3.4.2 storage, handling and security

Following the fire at the Norfolk Record Office (1994), much attention has been devoted to providing safe storage. British Standard 5454 sets the agreed criteria. Caius College has now met the Standard. For the purpose of Disaster Planning, a group of the Colleges is cooperating in devising a scheme for archives.

The County Record Office at Shire Hall falls well short of the British Standard. The stores are cramped. Atmospheric control is rudimentary. It must be borne in mind too that the archive includes a great variety of materials from parchment to photographs. Conditions in the store at Sawtry too are evidently basic. Again, the City Council lacks adequate storage for its valuable collection of Building Plan & Notice Drawings. Even Caius College fears that the capacity of its new facilities will be exceeded within four

years.

The Cambridge University Library has been able to offer the Colleges sets of storage boxes at an advantageous rate. However, the arrangement is not flexible enough for all needs.

Properly to handle documents, various techniques are needed. Staff have to be trained not only for their own work but also to invigilate users, few of whom are skilled. Among the Colleges, invigilation is commonly shared with librarians.

There are two aspects of security. Stores have to be proof against burglary. Improvements have recently been effected at the County Council's store in Sawtry; and, presumably, the stores beneath the old building of Shire Hall are safe too. Search rooms too have to be protected with checks on users; but provision at the County Record Office is considered to be inadequate. The Record Office takes part in the national County Archive Research Network, which proved to be effective in tracing theft a couple of years ago – the trouble is that theft did happen.

3.4.3 conservation

The County Council has two staff for conservation. Much of their work at present is devoted to preventive measures – setting a good example.

In Cambridge University, the University Library offers the Colleges a conservation service; but, in recent years, its own work has grown such that others' has to wait. One group of Colleges shares a team of conservators. Some employ book binders in house who carry out simple repairs. Others, including Caius College and St John's, commission conservation ad hoc.

3.4.4 assessment

Provision and conditions vary a good deal from one institution to another. Certain needs are common to several archives, such as storage space and conservation. By comparison with other major archives, the County Record Office is badly off for storage.

3.5 ACCESS AND PROMOTION

3.5.1 principles

Archives all over the country are enjoying - or coping with - a surge of demand for access. This is largely on account of booming amateur research in family history; and local history is also a growing field with demands on archives.

Potential users have to know that archives are available, and under what conditions they are accessible. There are various ways to make this known.

Connected with the function of preservation is the need to guide the user not only in handling documents but also in selecting them in the first place. There are techniques for making their content available without implications for preservation.

The Archivist has been surveying users of the County Record Office. When they are collated, the results may help to clarify the need to improve some of the provision there.

3.5.2 access

The distance is inconvenient between the County Record Office and the University Library, on one hand, and the Cambridgeshire Collection, on the other (on the latter, see 4.2, below). In Oxford, this problem has been overcome, in large part, not only by siting the main resource for local studies near the county archive but also by providing copies of the principal resources for family history alongside the local studies collection.

An issue of community identity arises in the location of archives bearing on local or family history. Essex County Council has set up branch archives, including ones at Saffron Walden and in Colchester. In the former, people had demanded that local archives should be kept locally. The Cambridge sub-region is probably small enough, for most purposes, to share a common identity focussed on Cambridge.

Yet, in theory, experiments in Essex with electronic provision of resources will enable copies of church records, for instance, to be made available back in the church itself. Will the technological feasibility stimulate more demand for local access? Diffusion could help to relieve pressure on central search rooms; but it could also prompt more widespread demand for knowledgeable staff.

The East Anglia Film Archive is growing both in the number of items held and, in effect, in the area of its coverage. In both respects, it is beginning to feel that its base in Norwich is peripheral; and it is assessing the feasibility of out-stations. It may be appropriate to have one in the Cambridge sub-region.

The Colleges have problems of their own. Although private institutions, they are happy to receive 'genuine' and appropriate requests for access by non-members. All the respondents to the research for the Strategy stressed, however, that both space and staff are limited.

3.5.3 facilities for users

Users need convenient catalogues. There are two worries at the County Record Office:

there is a back-log in cataloguing; and the data base management system is on a facility of the main frame computer which is virtually obsolete now.

Users need the space to study (spaces of various specifications for different kinds of document). At the County Record Office, they do not have enough of it. The conditions cannot begin to bear comparison with provision at the Essex Record Office – even before the enhanced provision due there.

For most purposes, transcriptions, facsimiles and photocopies are adequate for study. They are easier to handle than most original documents and they spare originals from wear. Apart from the costs of copying, the implications for the requisite reading machines are expensive. The Centre for Oxfordshire Studies has extensive provision of transcribed parish records; and the Cambridgeshire Family History Society and the Church of Latter Day Saints have provided the Cambridgeshire Record Office too with valuable copies of parish records. Readers of many of the Nineteenth Century maps in the Cambridge University Library are provided with copies rather than the originals unless they specifically need to study the originals.

However, easier forms of reproduction are a liability as well as an advantage: researchers' expectations have grown so that staff are spending more time on producing automatic copies (for which there are charges, of course). One of the College archivists recommended that a shared facility for photocopying would be very helpful.

In Essex, the Record Office has begun to develop digitised images of documents 'on line': if resources permitted production of the images and enough terminals, who knows what the scope for diffusion is? One signal advantage of electronic access is that it relieves time spent by staff on fetching. Another, quite other, is the scope for collating archival information with data from other digital sources. Essex County Council is confident about the feasibility of obtaining simultaneous access to its Sites & Monuments Record and museum catalogues.

Yet technology cannot provide much of the detailed guidance that readers need. Most archives have schemes of charges for expert time, and most public archives advertise the services of freelance researchers who need little help from the staff. Especially time consuming, however, at the Cambridge University Air Photograph collection, are the comparatively unfamiliar techniques of identifying and handling the pictures: much staff time is spent in helping users here.

3.5.4 promotion

There are several ways in which archives are announced and promoted. The publication 'British Archives' includes notices about all the principal archives in Cambridge, with brief summaries of the holdings and the conditions for access. Reaching a wider readership are the leaflets that the County Record Office distributes among libraries,

describing its resources. The Office also includes notices in 'The Conduit', which are intended to prompt interest among members of voluntary groups. Some of the Colleges are now working out how to advertise themselves on the Internet with notices similar to those in 'British Archives'; but there is some concern that advertisement tends to prompt unnecessary enquiries.

Exhibition display is a technique of promotion not widely used; but it can be very effective in stimulating interest in archival resources. The County Record Office contributed to the 'Heritage Showcase', a couple of years ago, at Cambridge Central Library.

Archivists ought to know about each other's holdings. The survey for the Strategy found that the University archivists are comparatively well informed but that the Colleges and the County Record Office are little aware of each other. In Oxford, the County Record Office and the University Library have been cooperating comparatively closely.

3.5.5 assessment

There are many questions now about strategies for collecting and preservation. New techniques of reproduction offer alternative techniques for preservation; but the scale of costs remains to be seen.

Some of the techniques of reproduction lend themselves to the exchange and collation of information from different data bases. This can be of the greatest value for research; and the possibilities should be assessed in principle. There is little discussion of these matters in the Cambridge sub-region.

The County Record Office is in peril. Cataloguing has fallen behind; there is not enough space in the search room; and the opening hours have been reduced. The problems have been acknowledged, and solutions are being sought.

There is little promotion of archives in the sub-region but the County Record Office is now making itself better known. It is important, for promotion, to distinguish the requirements of family history researchers from those of local history researchers. The former preponderate; and they tend to use a much smaller range of documents; but some of these researchers develop into local historians.

Most archivists in Cambridge are surprisingly little aware about each other's holdings. This may owe, in part, to traditional suspicion between their respective organisations. Some archivists remarked that they would like to know more about each other's assets and problems.

3.6 DOCUMENTATION

For archives as for museums, documentation is essential for auditing and monitoring the collection. The County Record Office is in a critical state: the back-log in cataloguing has been mentioned; and so has the problem with the data base for the catalogue. On the other hand, two of the Cambridge University institutions are working with three of the Colleges to devise a common scheme for cataloguing which is capable of handling the burgeoning volume of archives.

3.7 OBJECTIVES

3.7.1 summary

Both the volume of archives and demands for access to them are burgeoning. The County Record Office is the cause of deep concern in the County Council. It must be one of the first concerns for the proposed Strategy too. It falls well short of the requirements in three basic respects: there is a major back-log of documentation; the store is inadequate; and the search room is neither large enough nor secure enough.

The County Record Office makes no provision for assessing gaps in the archives for the sub-region, either at the Office itself or elsewhere. This is a shortcoming in the same sense as gaps in collecting among museums.

New techniques of reproduction and electronic access appear to be opening up undreamt possibilities. In the Cambridge sub-region, hardly any thought has been devoted to the implications yet.

Awareness among archivists of each other's resources, opportunities and problems is limited; but the will to cooperate is strong. Cooperation can yield new opportunities for improving provision both for the archives themselves and for users. The Strategy should encourage such cooperation not only among the archivists but also between them and their colleagues in museums and other facilities for the human heritage.

3.7.2 objectives

With reference to the principles for the Strategy (1.3 above), five objectives for archives are recommended.

- O1 To support current initiatives for alleviating the problems of the County Record Office by addressing them with a strategic and collaborative perspective (F1, 2, 3, 4)
- O2 To assess the new options for (a) reproduction and the exchange of data from archives and (b) the new techniques for exchanging data between archives and other

sources of information (F1, 2, 3, 5)

O3 To encourage setting up of a forum of archivists (F5)

O4 To help the County Record Office to assess options for an active collection policy (F1)

O5 To assess the feasibility of the County Record Office serving more of the archives of the Cambridge City Council and the South Cambridgeshire District Council (F1)

4.0 LOCAL STUDIES COLLECTIONS

4.1 PRINCIPLES

A local studies collection is an anomalous beast. Although often the first port of call for the novice, and a mainstay for the veteran, the librarian may be hard put to convince colleagues either elsewhere in the library or in local archives that local studies clients have distinct needs. Certainly, many researchers shuttle continuously between local studies collections and archives.

The local studies collection is likely to cover every aspect of the human heritage. The collection is commonly a mixture of books, maps, pamphlets and 'street literature', newspapers, photographs, and audio tapes; and now videos are accumulating too. The latter two classes of material pose questions for the responsibilities of the East Anglia Film Archive and the proposed Sound Archive. For much of the material in all media, the library is the only place where a copy is preserved.

It follows that the staff's knowledge must be specialised. Yet the skills needed by users are less specialised than those that they need in an archive.

Like their colleagues in museums, local studies staff should be good listeners. A steady stream of local information springs from people 'dropping by'. Again, it takes local knowledge to recognise the value of some of this information.

4.2 THE COLLECTIONS

Much the most important collection in the sub-district is the Cambridgeshire Collection, at Cambridge Central Library. It has an outstanding collection of photographs; and the Cambridgeshire Local History Society is adding to it. The Cambridgeshire Collection is not a lending collection.

There is a growing local studies collection in the Royston Museum (see 2.2.7). The County Record Office keeps a local history collection for reference.

There is provision for borrowing from a good selection of books for local studies elsewhere in the Central Library. Plans are now afoot for integrating this collection with the main Cambridgeshire Collection and to increase the number of books for lending. Other public libraries in the sub-district too have small collections for local studies.

The Cambridge University Library has a large collection for local studies. The main holdings are in the Rare Books Room and the Map Room; and, for many purposes, the Official Publications Room is needed too. Access for non-members of the University is normally by payment of a fee. Non-members are not allowed to borrow from the library. The library keeps the Cambridge Antiquarian Society's collection of paintings by the

early Nineteenth Century artist, Richard Relhan (recently used to fine effect in the County Council's book, 'Archaeology of Cambridgeshire'). The Society also keeps a collection of books in the Cambridge University Library of Archaeology & Anthropology; but few additions have been made during the past sixty years; and use of this collection is restricted to members of the Society. Two of the Cambridge Colleges have notable local studies collections – St. John's and Caius College; but access to non-members is granted only on the unlikely condition that a source is not available elsewhere. (King's has a 'local studies' collection too, but its scope is limited to the College itself, to Eton College, and to Oxford University)

Neither the Polytechnic University nor the various other colleges and schools in the sub-district seem to have adequate local studies collections. Consequently, students are among the main users of the Cambridgeshire Collection.

4.3 PRESERVATION AND DOCUMENTATION

It follows, from the diversity of materials held, that the local studies librarian has to satisfy various requirements of storage, handling and documentation. This is all the more a challenge in the Cambridgeshire Collection in as much as the collection is growing rapidly. The matter is simpler in the University Library in so far as different kinds of book and document are kept in different rooms and stores with distinct methods of documentation. The Cambridgeshire Collection has been assured that it will be given storage with room for 25 years of expansion.

The Cambridgeshire Collection proposes to change its catalogue from a manual system to a computer based one. As with all systems, the problem in the long run will be to cater for break-downs of the machinery.

4.4 ACCESS AND SUPPORT

The Central Library, with its broad reference section, is, obviously, the appropriate place for the principal local studies collection. In principle, the move proposed there, from the top of the building to the middle, must make the Cambridgeshire Collection yet more obvious. Such is the principle at the Centre for Oxfordshire Studies, which is sited in the same relative position, in the central library at Oxford, as that planned for the Cambridgeshire Collection. However, no care has been taken, at the former, to screen out noise from the floor below. It is essential to provide conditions for study.

Once the catalogue in the Cambridgeshire Collection is computerised, another problem for users will be to ensure that there are enough terminals. Related to this is the desirability of access to other data bases. In principle, it was feasible to reach the Sites & Monuments Record and the Historic & Listed Buildings Data Bases from the Cambridgeshire Collection; but with adaption to new systems at Shire Hall and, not least,

with chronic problems of hard ware, this facility does not now exist. On the other hand, introduction of a Geographic Information System is an excellent new search tool at the Cambridgeshire Collection. Again, the example of Essex County Council shows the possibilities of integration with other data bases (3.5.3, above).

During National Libraries Week, 1997, the Cambridgeshire Collection started to experiment with electronic links to libraries elsewhere in the county. The principles are the same as those pioneered by the Essex Record Office (3.5.2); but they bring no short cuts for out-reach. The Centre for Oxfordshire Studies has established branches elsewhere without electronic links to the Centre itself: they find that, for lack of local studies expertise at the branches, such diffusion is not wholly satisfactory. By implication, more sophisticated electronic links to the Cambridgeshire Collection would have to be supported by continuously available advice from the staff there.

In common with other County Council heritage services, the Cambridgeshire Collection has a programme of talks by the librarian. A former librarian runs a column in the Cambridge Weekly News. These services serve to promote awareness of the resources.

The distance between either the Cambridge Central Library or the Cambridge University Library and the County Record Office reinforces the difference between sources which many local historians need to collate (cp. 3.5.2). Here too are implications for electronic links.

The Cambridgeshire Collection has now introduced a scheme of charges for research, like the Record Office. Surprisingly, however (both are County Council services), the rates are different.

4.5 ASSESSMENT

Local studies are best carried out on the local ground; but local studies are notoriously susceptible to parochialism. The Cambridge sub-region may be of the best size to strike a balance.

Indeed, in local studies, most paths converge on the Cambridgeshire Collection. It is important that other public libraries should be provided with more secondary sources; but that will not, in itself, relieve the Cambridgeshire Collection of the demands for advice, and, increasingly, for access to primary sources. Although Royston Museum is beginning to provide for its own area, there is not a specialist librarian there.

As more people engage in local studies, both at leisure and for academic courses, it is to be expected that demand for expert guidance will increase. The County Archivist's survey of users may yield some indication as to what users require (3.5.1). If more provision has to be made, then not only branch libraries but also the Village Colleges should be considered as sites for secondary facilities.

4.6 OBJECTIVES

Four objectives for provision for local studies are recommended (with reference to the principles for the Strategy [1.3]).

- 1 To support the Cambridgeshire Collection as the most important public facility for local studies (F1, 2, 3)
- 2 To assess requirements and options for integration between different sources and data bases for local studies (F3)
- 3 To develop systematic liaison between the local studies collections and (a) other providers for the human heritage and (b) users (F2, 5)
- 4 To continue assessment of requirements and options for secondary local collections, including the Royston & District Museum (F5)

5.0 DATA BASES

5.1 THE RESOURCES

Two principal electronic data bases serve investigations of the human heritage of the sub-district: the Sites & Monuments Record and the Historic & Listed Buildings Data Base. For academic purposes, the distinction between them is artificial; and it is a boon to be able to collate information from them. Development and maintenance of the latter has fallen behind; but it remains a helpful resource for research. (The Sites & Monuments Record also includes 'hard' copies of reports and collections of artefacts, which are kept at the County Record Office and the store at Landbeach, respectively.)

The proposed Urban Archaeology Data Base for Cambridge will allow collation from both sources and provide an opportunity for up-dating the Buildings Data Base. However, funding does not cover the whole of the Cambridge City area. Nor does it provide for sites later than 1700. Officers at the City Council wish to expand it accordingly.

Since the data bases were first created, the systems for running them have been revised. It follows that new provision has to be made for collating data. In principle, this is in hand.

One recent advance in Cambridgeshire is introduction of a Geographical Information System. This is a powerful search tool which can enhance the effectiveness of an integrated data system (cp. 4.4, above).

The Essex County Council is developing a system for integrating its Sites & Monuments Record, archives and museum catalogues (3.5.2-3). The catalogue of the Cambridge University Archaeology & Anthropology Museum is now available 'on line', and the Cambridgeshire Collection has carried out an acclaimed experiment in putting information 'on line' (2.5.3, 4.4). As a long term goal, more data could be made available in the sub-region, and further afield too.

At the same time, there is the basic requirement of the hardware for access. In theory, for example, it should be possible to explore the data bases from the Cambridgeshire Collection; but, for long, the machinery has not allowed this. If such problems can be overcome, then distribution of points of access has to be developed (3.5.2).

Data do not grow on trees. Entering the data and maintaining the data bases has to be done systematically – of course.

5.2 OBJECTIVES

With reference to the principles for the Strategy (1.3, above), three objectives are recommended.

- O1 To develop and integrate the Sites & Monuments Record and the Historic & Listed Buildings Data Base (F3)
- O2 To assess potential for setting up data bases for other aspects of the human heritage (F3)
- O3 To encourage provision for wider access to the information systems (F3)

6.0 PRIORITIES

6.1 METHOD

Priorities can be distinguished among the strategic Objectives by assessing the objectives' respective values. Priorities are needed both because the principles of the Strategy themselves are of different priorities (1.3) and in order to work out a constructive pattern of development for the Strategy.

Five steps of evaluation were carried out as follows.

1. Intrinsic value: higher values should be assigned to those Objectives which correspond to higher ranked principles of the Strategy or to more of the principles.
2. Complement value: the Objectives comprise a system in which the value of one is enhanced by correspondence with others.
3. Economic benefit: some of the Objectives stand to encourage more visitors, hence benefitting both the respective facilities and perhaps neighbouring businesses.
4. Feasibility and viability: some of the Objectives demand more officer time than others; some require more capital than others or more revenue support; and some are likely to be more attractive than others to potential partners in investment.
5. Policies: all but one of the Objectives correspond to existing commitments among the three Councils.

There are two rounds of analysis: first, of intrinsic and complement values; second, serving to qualify the results of the first, analysis of economic benefit, feasibility, viability, and political priority.

There follow now general assessments of each of these factors for the whole set of Objectives. In the following Section, the Objectives themselves are each reviewed in the light of the evaluation; and, lastly, the elements of a pilot scheme are set out with a view to putting the Strategy into action.

6.2 VALUES

6.2.1 intrinsic value

Each of the proposed Objectives fulfils some or several of the functions that maintain the 'heritage cycle' (Fig. 1). In order to weigh the objectives' respective values, it is necessary, first, to assess the relative values of the different functions. For the purposes of the Strategy, those values are not equal (1.3).

Three of the objectives (O.) for the museums appear to promise maximum benefit for particular functions (O.1.1-2 for collecting and O.1.4 for storage); but, considering the 'heritage cycle' as a whole, it transpires that support for the Cambridgeshire Collection would be much the most fruitful Objective (O.3.1). This reflects the wide scope of the Collection and the fact that it is practically the only local studies resource both accessible

and pertinent to most of the sub-region. By the same token, more specialised objectives score modestly. On the other hand, the function with the greatest number of benefits across the range of objectives is research, closely followed by education.

6.2.2 complements

Since the 'heritage cycle' is a system (Fig. 1), Objectives that support each other yield additional benefit for the whole – complement values. Promising the greatest benefit across the field as a whole is the proposal (O.1.8) to devote more attention to amateur collecting, even though it may be one of the weakest on its own merits (2.1, above); and the second most fruitful objective would be promotion of museums (O.1.9). Both owe some of this primacy to their association with the proposal for wider use of the data bases (O.4.3). High yield can be expected from developing electronic data management (O.2.2, O.4.2). The weakest yield of extra value is from the proposal for the Council archives (O.2.5). It is also one of the weakest on its own (intrinsic) merits. This reflects the limited historical value of the Councils' own records (not counting records, such as manorial archives, inherited from earlier organisations). Yet, in future, as more attention is devoted to Twentieth Century history, the Councils' records are likely to be valued very highly indeed.

6.2.3 economic value

Twelve of the Objectives are likely to benefit the respective institutions' balance sheets. By enhancing and stream-lining certain functions of the respective museums, four of the Objectives would bring long-term efficiencies and make for more satisfaction among visitors. Three of the Objectives for the archives and two for the local studies collections would allow or encourage greater public access and, as for the museums, would bring savings from management and development budgets in the long run. Two of the Objectives for the data bases would encourage greater use and, hence, in the long run, better prospects for earning revenue from services.

The most obviously productive Objective (O.1.9) would be the proposal to enhance promotion of the collections and museums. The Cambridgeshire Curators' Panel and County Council have long encouraged joint advertising for museums. In the sub-region and other parts of Cambridgeshire, there are models of collaboration between Local Authorities in promotion of facilities for leisure, notably for tourism. Together, the three participants in the proposed Strategy could achieve greatly enhanced promotion. Although this Objective has been proposed for museums, it could be extended to other collections, so as to show how the resources comprise a single rich pattern – with all the more to visit. Certainly, support for the Cambridgeshire Collection (O.3.1) could aptly include enhanced promotion.

The proposals for developing the data bases entail investment in officer time and in

equipment (O.4.1 and O.4.3, respectively). Yet increasing use would probably yield returns in the long run; and these facilities tend to lead users on to the archives and other collections.

Directly and indirectly, Objectives 1.4-6 would make for better 'visitor experience', encouraging, hence, the cherished pattern of returning visitors, if not also enhancing the museums' reputations among people who have not been visiting in the first place (better 'market saturation' among 'non-visitors'). Displays and exhibitions could be made more coherent and interesting; and, again, cooperation in display (O.1.6) would help to show what a diverse pattern of resources there is to enjoy in the sub-region.

Nor need cooperation in display be limited to the museums: why not archives too, for example? As with better provision among the museums, display would encourage more people to use the County Record Office. Here too, greater use would be encouraged by improved opening hours, study space, electronic access and facilities for exchange with other collections - including, perhaps, museums and the Cambridgeshire Collection (O.2.1, O.2.2).

Efficiency could be improved and unnecessary duplication avoided in the long run by increased liaison, exchange of intelligence, and cooperation among museums, archives and local studies collections alike. The Strategy could helpfully seek to encourage liaison between professional fields (O.3.3) as well as within them (O.1.1, O.2.4).

The more that the collections are visited and used, the easier it is to justify public support, notably of staffing. At the same time, the more that the facilities are used the more revenue is raised by admission fees and, or, ancillary services. Moreover, users tend to use shops and services around the facilities that they visit. "A strong cultural economy ... will benefit ... diverse communities" (Cambridge City Council 1996b: 40).

6.2.4 feasibility and viability

Some of the values are complemented or qualified by assessing the feasibility of developing the Objectives and their viability in the long run. The implications for work by the Councils' officers vary from one Objective to another. At different stages of development, some Objectives have implications for capital investment, for yielding revenue, or for revenue support. Equally, there appear to be various options of partnership funding.

All but one of the Objectives entail more officer time than is allotted at present. Support for the Cambridgeshire Collection (O.3.1) does not necessarily entail more time. A review of museum collecting (O.1.1) falls within the County Museum Officer's brief even without the Strategy.

Development of the data bases could take a lot of time at first, since the Historic & Listed

Buildings Data Base is incomplete and part of it has been neglected for several years (O.4.1). The City Council would find it expensive to complete the Urban Data Base to the specifications that it seeks (5.1). By the same token, data base development for the archives and for local studies would be costly (O.2.2, O.3.2). The structural requirements at the County Record Office too entail a great deal of work (O.2.1).

The assessment of feasibility has to take account of the various requirements of time for developing one Objective and another. For instance, a review of museums' collecting policies (O.1.1) could be achieved more quickly than a full review of options for resolving the problem of storage at the Folk Museum (O.1.4). If feasibility is difficult to assess, viability in the long run is harder yet.

Development of some of the Objectives most promising in terms of intrinsic value and complements seems to be quite feasible. The review of museums' collecting policies would be comparatively easy to achieve; and a commitment to supporting the Cambridgeshire Collection (O.3.1) exists already.

Feasibility and viability depend, in large part, on the requirements for capital. Six of the Objectives have implications for considerable investment in the long run. A new gallery for archaeology (O.1.7) would be very costly and would probably add to the total bill for revenue support too. Yet just such an ambitious project could attract a major sponsor. Six of the other Objectives have significant requirements for capital. On the other hand, while more promotion of museums (O.1.9), for example, would take officers' time up in both the short run and the long, it is comparatively cheap to print or to enter the data on the Internet, and it is easy to argue that the resources spent would yield direct benefits. Again, development of the data bases for wider access would probably cost a lot in terms of both time and investment in hardware (O.4.3); but the scheme would probably succeed with users in the long run.

Several of the Objectives could be eligible for partnership funding from the South Eastern Museums Service; but the Service is normally limited to making a few medium sized grants only. Sources of longer term partnership funding are scarce. The possibility of continuing support from the Museums Service for promotion (O.1.9) is an exception that proves the rule. A few other sources of partnership funding have been identified and are mentioned in more detail in the following sub-section.

The search for sponsorship from the private sector is bound to be opportunistic; but the Cambridge City Centre Management scheme is a good example of sustained partnership, partly on the strength of a Steering Group drawn from the public, private and voluntary sectors. For cultural heritage management, the Heritage Strategy would help to ensure consistent direction, whatever the opportunities.

On the other hand, the Strategy would also be alert to opportunities for seeking support from the Heritage Lottery Fund. There have been difficulties with the procedure of application and in working out how the Fund responds to proposals of different kinds but

new guide lines are expected now and, no doubt, the problems will be resolved in due course. The Cambridge Regional Heritage Strategy would benefit applications for support by helping to ensure coherence and consistency in the area.

6.2.5 policies

The Objectives should be assessed on their own merits: since the Strategy is an innovation, lack of correspondence with existing policies should not count against it. Yet it may be easier to argue for Objectives which do accord with other policies or strategies of the participating Councils.

Each of the three Councils has precedents for developing the Strategy. The County Council provides the County Record Office, the Cambridgeshire Collection and other smaller collections on local studies, the museum store at Landbeach, and the Sites & Monuments Record and Historic & Listed Buildings Data Base. It supports museum development; and it has a history of cooperation with the Cambridge Antiquarian Society. The City Council has long provided revenue support for the Folk Museum and has made project grants too from time to time. It has also contributed to development of the Urban Archaeology Data Base. The South Cambridgeshire District Council has made both capital grants and project grants; and it cooperated with the County Council in setting up the store and neighbouring Granary at Landbeach.

The Heritage Strategy would accord with the commitment of the County Structure Plan to “develop the economic potential of tourism, recreation and leisure”. While the Strategy would yield some economic value directly (6.2.3, above), much of its benefit would be indirect, for the ‘quality of life’ that distinguishes the sub-region from economic and cultural competitors elsewhere in the region and beyond. The proposed Strategy also accords with the Structure Plan’s aim to “meet ... recreation and leisure needs”; and it supports the commitments in the Structure Plan and both the Local Plan and the Tourism Strategy for Cambridge to encourage dispersal of visitors from the middle of the City. (See Cambridge 1996a, 1997, Cambridgeshire 1995.)

The County Economic Development Strategy stresses the importance of “maintaining a high quality of life” (Cambridgeshire 1997). Although it does not refer to the human heritage, the South Cambridgeshire Arts Policy is endorsed by the District Economic Development Strategy in support of jobs, “cultural identity”, and “quality of life” (South Cambridgeshire 1997). Equally, although the City Council’s ‘Percent for art’ scheme is focussed on creative arts, the proposed Heritage Strategy too would help “to reinforce, interpret and explain”, “improving the sense of identity and character” (Cambridge 1996b: PL1.96).

The City Council’s Leisure Strategy calls for cooperation with partners in developing projects and seeking the funds (Cambridge 1996b: G14.96). The City Council has a strong commitment to support for museums. Considering, in particular, that so many of

the Objectives relate to the two universities, it is also encouraging that the Council is committed to working with Cambridge University and the Polytechnic University (Cambridge 1996b: AP4.96).

The Museum Development Plan (1992) of the County Museums Advisory Committee (now Group) anticipates the Strategy squarely. It represents the interests of all the museums and Local Authorities in the sub-region.

Table 5 summarises the correspondences between the Objectives and other specific commitments of the Councils'. In general, it reveals a strong case for supporting development of the museums and the data bases. It also reveals a comparatively weak case for the archives which reflects a common perception of archives as more specialised resources than museums. The Strategy ought to support the whole pattern of facilities and resources.

6.2.6 order of priority

The analyses of intrinsic values and complements yield an order of priority among the Objectives. They yielded four distinct groups.

The first group comprises four Objectives (1.9, 2.1, 2.2, 3.1) which do cover all of the field except for the data bases. However, the Objectives for the museums (O.1.9) and the Cambridgeshire Collection (O.3.1) emphasise commitments which already exist, while the burden of the group is to concentrate on the requirements and the opportunities for developing the archives, which is likely to take a long time to sort out. The second group covers provision for the heritage more evenly than the first (O.1.2, O.1.4, O.1.8, O.3.2, O.3.3, O.4.3); and, concurrent with the first, this group would make for a well rounded Strategy.

The third group (1.1, 1.5, 1.6, 1.7, 2.4, 3.4, 4.1, 4.2) puts little emphasis on archives and comparatively great emphasis on the data bases. The distinction between these objectives and the fourth group (O.1.3, O.2.3, O.2.5) should be reassessed since two of the three objectives in the latter are anomalies: an archivists' forum (O.2.3) would be easy to set up and maintain; and the apparently low priority of provision for the Councils' own archives (O.2.5) has already been explained (2.2, above). Both could aptly be included among the second group of Objectives; and the remaining Objective (1.3) could be assigned to the third group.

In sum, the Objectives can be divided into two sets (A and B), the first and second groups together and the fourth distributed among the two sets. By implication, set A requires work as a matter of strategic priority, and set B should be developed later, as feasible (Table 6).

7.0 RECAPITULATION

7.1 METHOD

Each of the Objectives (O.) is reviewed here in their original order. Accordingly, they refer to (1) museums, (2) archives, (3) local studies collections and (4) the data bases, respectively.

For each, reference to the Strategy's principles is retained (F1-5 – in 1.3, above); and for each is also stated which set it belongs to for developing the Strategy (A or B - 6.2.6, Table 6). For the Councils' existing policies and strategies, see Table 5. No specific reference is made here to the likelihood of support from the Heritage Lottery Fund and there is only one reference to support from business.

7.2 THE OBJECTIVES

O.1.1 To review museum collecting policy in reference to (a) a systematic analysis of the components of the human heritage and (b) existing policies among providers; to seek agreement among the museums about over-laps and complements between their respective policies; and to identify options for refining those policies (F1; B)

This Objective is conducive to long term efficiency. It is compatible with several commitments among the Authorities taking part in the proposed Strategy. Cheap to establish and to maintain, it is eminently feasible and viable.

O.1.2 To work out an agenda for research, (a) addressing both prospective requirements for collecting and inherited problems yet remaining to be worked through and (b) identifying institutions and funds for carrying the work out (F1; A)

This Objective stands to benefit the coherence of the collections. Like the Objective for collecting (O.1.1), once agreed, it would be a continuous and evolving process. It is certainly a feasible Objective. It is necessarily collaborative (e. g., Cambridge University); but if the museums work the agenda out and monitor it, then they would not lose touch with research.

O.1.3 To assess the feasibility of enhancing the storage facilities at Landbeach, and review alternative provision (F1; 2)

The assessment as such is unlikely to be costly. Provision of environmentally controlled storage is needed urgently, however; and to increase the total space for requirements up to the second decade of the next Century and, or, improving security against fire would be especially expensive (although neither of these latter requirements is urgent yet). This Objective is well supported by commitments on the parts of all three Councils. Adjacent to the Barn is the Granary, converted for purposes of education when the Barn was refurbished: this adds a function to the site.

O.1.4 To continue to seek options for resolving the problems of storage at the Folk

Museum (F1; A)

The search for a solution has to continue and it may take a long time. If a solution is found, this Objective necessarily entails spending capital; but it is a high priority well supported by commitments of the Councils'; and, in the long run, improved 'visitor experience' would yield benefit of itself.

O.1.5 To continue to seek options for resolving the problems of preservation at the Technology Museum (F1; A)

The search for a solution is unlikely to be costly but may take a long time. On the other hand, if a solution is found, this Objective necessarily entails spending capital. In the long run, improved 'visitor experience' would yield benefit of itself.

O.1.6 To work out the principles of a scheme for encouraging cooperation between the museums in display and exhibition (F2, 3; B)

This Objective is feasible and, in response to more changes in the galleries, more visitors are likely to be attracted. In implementing this Objective, the Strategy could have opportunities for integrating out-reach from archives and the data bases too.

O.1.7 To assess the requirement for an archaeology gallery for the sub-region and, if appropriate, the feasibility of setting one up (F3; B)

This Objective is well supported by commitments of the Councils'. The assessment should cover all the options. It may take a long time to develop precise specifications. A consultant may be needed for developing the specifications. Building a gallery would be very costly. The Historic Buildings & Monuments Commission for England ('English Heritage') and the South Eastern Museums Service would be appropriate sources of support but would only contribute a small part of the funding needed.

O.1.8 To assess provision for monitoring the results of amateur collecting, especially archaeological (F1, 2; B)

This Objective would be fruitful for other ones. The principal implication of cost is that more staff time would have to be devoted than is available at present. This Objective corresponds to current concerns at the Department of Culture, Media & Sports and it may be eligible for support from the Royal Commission on Historical Monuments (England).

O.1.9 To enhance promotion of the collections and museums both among the public in general and among specific interest groups (F5; A)

Well supported by existing commitments among the three Councils and building on years of work by the County Council in particular, this Objective is likely further to benefit museums by attracting more visitors. It is certainly both feasible and viable. It may be eligible for continuing support from the South Eastern Museums Service.

O.2.1 To support current initiatives for alleviating the problems of the County Record Office by addressing them with a strategic and collaborative perspective (F1, 2, 3, 4; A)

Self-explanatory.

O.2.2 To assess the new options (a) for reproduction and exchange of data from archives and (b) for exchanging data between archives and other sources of information (F1, 2, 3, 5; A)

This Objective is well supported by the Councils' existing commitments. Availability of the new techniques for collating data would benefit users and encourage more use. External expert advice is probably needed. The British Library may be an appropriate source of support for the assessment. There are implications for investment in machinery and for staffing.

O.2.3 To encourage a forum of archivists (F5; A)

This comparatively specialised objective has no correspondences among existing Council commitments and scores weakly in the weighting exercise; but it stands to benefit users of the archives in the longer run; and it would be one of the simplest and cheapest of the Objectives to carry out and sustain.

O.2.4 To help the County Record Office to assess options for an active collection policy (F1; B)

Especially in conjunction with Objective 2.3, this one would not require much staff time; but one implication of running an active policy is for more Council officer time. However, this Objective would have significant benefit for preservation.

O.2.5 To assess the feasibility of the County Record Office serving more of the archives of the Cambridge City Council and the South Cambridgeshire District Council (F1; A)

In the longer run, the benefits of this Objective are likely to become very obvious to users. Internal to the three participants in the Strategy, this is a strictly domestic Objective: as such, it is unlikely to attract external funding; but it is the Councils' most obvious opportunity to make an example of the Strategy. Nor would it be difficult to carry the assessment out.

O.3.1 To support the Cambridgeshire Collection as the most important public facility for local studies (F1, 2, 3; A)

This is a matter of 'consciousness raising' intended, like Objective 1.9, to reinforce practice across a wider front of the Councils' activity. Since it is already run by one of the partners in the Strategy, it may be difficult to attract partnership funding from beyond the three Councils, but imaginative promotion could involve many organisations and people.

O.3.2 To assess requirements and options for integrating different sources and data bases for local studies (F3; A)

This Objective entails a good deal of study by staff. It may be appropriate to hire a consultant. Development of integration may be expensive.

O.3.3 To develop systematic liaison between the local studies collections and (a) other providers for the human heritage and (b) users (F2, 5; A)

Another job in itself: the most expensive implication of this Objective is a modest but

continual demand for officer time. Since provision for local studies is an existing public function, this Objective is unlikely by itself to attract partnership funding.

O.3.4 To assess requirements and options for secondary local studies collections, including the Royston & District Museum (F5; B)

In effect, work on this Objective has already begun within Cambridgeshire. Both for the first steps of implementation and in the long run, civil parish councils and Royston Town Council, which runs the Royston Museum, are appropriate partners. Providers of education would also be interested. Development of secondary collections could entail additional staffing by the County Council in the long run; but it may attract partnership funding on the grounds that this Objective would support local communities, notably in the countryside.

O.4.1 To develop and integrate the Sites & Monuments Record and the Historic & Listed Buildings Data Base (F3; B)

The first implication is for more officer time. The Objective is well supported by Council commitments but is not likely to attract partnership funding.

O.4.2 To assess potential for setting up data bases for other aspects of the human heritage (F3; B)

The immediate implication of this Objective is for officers' time. The Museum of Archaeology & Anthropology has now introduced its catalogue on the Internet: what are the implications for other facilities in the sub-district? When will we reach the optimum technological state of the art? To set a data base up is expensive: a strong case would have to be made for long term utility.

O.4.3 To encourage provision for wider access to the information systems (F3; A)

This Objective is well supported by existing commitments of the Councils'. It could be developed as part of the 'on-line city' initiative in Cambridge. Other things being equal, in the long run, demand for access would ensure viability; but this Objective entails investment in equipment, and it would need additional support for maintenance and for specialist advice to users.

8.0 IMPLEMENTATION

8.1 JOINT PROVISION

It is beyond the scope of the present report to stipulate constitutional specifications for implementing the Strategy; but, whatever mechanism is developed, it is fundamental that the three participating Authorities have to agree at all levels from the general principles down to the details for attaining particular Objectives. Since the Authorities are leading providers, such a guarantee of coherence would stand the human heritage of the sub-region in very good stead.

During the work of developing the Strategy, the Steering Group has proved to be valuable both for representing the interests of the sub-region and for providing technical know-how. It has been especially fruitful that membership of the Group was determined with regard to the substantive requirements of the Strategy. It may be appropriate to retain this device or a version of it for the Strategy.

8.2 DEVELOPMENT

The Strategy can be planned for five years. Table 7 sets out a specimen programme of five years, allowing for the distinction of priority between two sets of Objectives (6.2.6, above). There are implications for increased staffing and several implications for raising large funds for development in the longer run (see Table 7.1).

In the first place, however, in order to demonstrate how it can work, it is recommended that the Strategy should be launched for one year on a low budget. For this purpose, a small selection of Objectives is needed. The criteria for selection should be that: the Objectives comprise a representative sample of the whole set of Objectives; the Objectives should be cheap; and they should be feasible within a year. Accordingly, six are recommended for development at the outset.

The recommendations are Objectives 1.6, 1.9, 2.3, 2.5, 3.1 and 3.3 (cooperation in museum display; promotion of museum collections; archivists' forum; Local Authority archives; support for the Cambridgeshire Collection; and integration of sources for local studies). They represent the general scope of the Strategy except for the data bases, which would benefit only indirectly.

Four of the recommended Objectives concern work in which the County Council is a leading agent, so that arrangements are in place already. Three or four of them form an especially tight set, reinforcing each other directly. The latter are discussed first now. See the table on the next page.

Objective 1.6 (display) has a correlation with Objective 1.9 (promotion). Cooperation between the museums could be extended to embrace other services, including the County

CORRELATIONS BETWEEN OBJECTIVES (X for strong, x for present)

	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3
1.6	x			X	X		X	X	x		x				x	x	x				x
1.9	x	X	x	x	X	x	x	X		x	x		X		X	x		X		x	X
2.3										X	x		X			x	X				
2.5										X			X		x		X				
3.1		x				x	x	X	X	X		x	x				x			x	
3.3	x	x			X	x		X		x	x	X	X	X	x	x		x		X	

Record Office (O.2.2(b)), the Cambridgeshire Collection (O.3.1 and 3.2-3), and the Sites & Monuments Record (O.4.3). Cooperation in museum display could also benefit five others of the Objectives. Objective 1.9 (promotion) relates, then, to Objective 1.6, and it could also be extended to benefit the Cambridgeshire Collection (O.3.1; and O.3.3). It relates strongly too to four other Objectives, and it would have further benefits for eleven more.

Objective 3.3(a – liaison among providers) could aptly be linked to Objective 1.6 (museum display); and Objective 3.3(b – liaison with users) could be linked with Objective 1.9 (promotion) in order to reinforce the pattern of activities among all the collections in the sub-region. Objective 3.3(a) also supports Objective 3.1, and it relates closely to Objective 2.3. The provisions of Objective 3.3 strongly support three other Objectives, and would have further benefits for seven more.

Objectives 1.6, 1.9 and 3.3 could be closely coordinated to great effect. Most of the work would fall to the Museums Officer and the Senior Local Studies Librarian, in the County Council. In effect, these three Objectives make more of a priority of tasks that both officers already carry out. The respective curators would have to work out the details of the arrangements for museum display, including any liaison with the Record Office, the Cambridgeshire Collection and the Sites & Monuments Record. It was pointed out (7.0, above, O.3.1) that work on these Objectives would reinforce development and promotion of the Cambridgeshire Collection (O.3.1).

The proposal for an archivists' forum (O.2.3) would strongly support two of the other Objectives for archives (2.1 and 2.4), and it would tie in well with Objective 3.3(a – liaison among providers). It would also tend to support Objectives 2.2 and 3.2 with technical expertise. The proposal that the County Record Office should serve the other two Authorities' archives would bolster the case for developing the Record Office (O.2.1); and it would fit the brief for an enhanced collection policy (O.2.4).

The two Objectives for archives are quite feasible. Since there is widespread interest in liaison in Cambridge (3.7.1), the County Record Office could convene an initial meeting, after which responsibility for a forum would, presumably, be shared with the other organisations, in turn (O.2.3). For the other Objective (O.2.5), the Record Office would have to allot time to negotiation for and design of a scheme for the City Council and District Council to pass archives on; and here there may be an implication for joint funding for the additional burden on staff time.

9.0 SUMMARY

The review for the proposed Strategy revealed gaps and shortcomings in provision. Comparison with three other similar districts showed not only that there is scope for making provision more systematic but also that the general level of public provision and investment in the sub-region is very modest.

The argument of the present report is that three participating Authorities could stimulate improvements most effectively by working together, both in the services that they provide and support directly and in helping to ensure coherence among the goals of other organisations. As a system, the whole pattern of provision could be greater than the sum of its separate components. Considering the present level of provision, it is recommended that the Strategy should encourage a gradual and pragmatic but consistent approach involving all of the organisations that share concern for the human heritage.

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ABBREVIATIONS

Folk	Cambridge & County Folk Museum
CT	Cambridge Museum of Technology
Fara	Farnham Museum
A & A	Cambridge University Museum of Archaeology & Anthropology
St Neots	St Neots Museum
Roydon	Roydon & District Museum
SW	Saffron Walden Museum
L'beach	Landbeach store

TABLE 1 VISITORS TO THE MAIN COLLECTIONS
approximate annual numbers (latest figures)

institution	visitors
Cambridge & County Folk Museum	12000
Cambridge Museum of Technology	2000
Farmland Museum	11000
Museum of Archaeology & Anthropology	19000
St. Neots Museum	2500
Royston & District Museum	7000
Saffron Walden Museum	25000
Cambridgeshire Record Office (Cambridge)	5700
Cambridgeshire Collection	13000

TABLE 2 ASSESSMENT OF THE MAIN MUSEUM COLLECTIONS BY FIELD

* significant holdings; ** strong; *** major collection

FIELD	Folk	CT	Farm	A & A	St Neots	Royston	SW	L'beach
1.1	*		*		*			
1.2	*		*	***	*			*
2.1	*							
2.2	*		*	*				
2.3	*			*				
3.1	*			*				
3.2	**		*	*			*	**
3.3	**			*				
4.1								
4.2	*							
4.3				**			*	**
5.1	*							
5.2	*							
5.3	*							
6.1		**						
6.2	*		***	**		*		***
6.3						*		*
6.4		*		*				**
6.5	*			*				*
6.6								*

ABBREVIATIONS

Folk	Cambridge & County Folk Museum
CT	Cambridge Museum of Technology
Farm	Farmland Museum
A & A	Cambridge University Museum of Archaeology & Anthropology
St Neots	St Neots Museum
Royston	Royston & District Museum
SW	Saffron Walden Museum
L'beach	Landbeach store

TABLE 3 OBJECTIVES' SHORT TERM IMPLICATIONS

O.	officer time	partners
1.1	*	
1.2	*	
1.3	*	
1.4	*	
1.5	*	
1.6	*	
1.7	*	HBMC, SEMS
1.8	*	SEMS
1.9	*	DCMS, RCHM
2.1	*	
2.2	*	
2.3	*	
2.4	*	
2.5	*	
3.1		
3.2	*	
3.3	*	
3.4	*	RTC, CPCs
4.1	**	HBMC
4.2	*	
4.3	*	

ABBREVIATIONS

CPC	Civil Parish Council
DCMS	Dept. of Media, Culture & Sport
HBMC	Historic Buildings & monuments Commission for England ('English Heritage')
RCHM	Royal Commission on the Historical Monuments of England
RTC	Royston Town Council
SEMS	South Eastern Museums Service

TABLE 4 OBJECTIVES' LONGER TERM IMPLICATIONS

O.	capital	revenue support	officer time	funding partners
1.1				
1.2			*	
1.3	*		*	
1.4	*		*	
1.5	*		*	
1.6			*	
1.7	*	*	*	
1.8			*	SEMS
1.9			*	
2.1	*		**	
2.2	*		**	
2.3			*	
2.4			*	
2.5			*	
3.1				
3.2			**	
3.3			*	
3.4			*	RTC, CPCs
4.1			*	
4.2			*	
4.3	*	*	*	

ABBREVIATIONS

CPC Civil Parish Council
 RTC Royston Town Council
 SEMS South Eastern Museums Service

TABLE 5 OBJECTIVES' CORRESPONDENCES WITH PARTICULAR COUNCIL COMMITMENTS

O.	existing policies etc.
1.1	2, 3, 5, 8
1.2	2, 5, 8
1.3	2, 3, 5, 7, 8
1.4	2, 5, 6, 8
1.5	2, 5, 8
1.6	2, 8
1.7	2, 3, 5, 8
1.8	1, 2, 5
1.9	2, 3, 5, 8
2.1	2, 4
2.2	2, 4, 5
2.3	
2.4	2, 4
2.5	2
3.1	2
3.2	2
3.3	2, 5
3.4	2
4.1	2, 3, 7
4.2	2, 7
4.3	2, 3, 7

- 1 Cambridgeshire County Council Education, Libraries & Heritage Community Services mission statements
- 2 Cambridgeshire County Council Economic Development Strategy
- 3 Cambridgeshire County Council Archaeology Service Policy
- 4 Cambridgeshire County Council Archives Policy
- 5 Cambridge City Council Leisure Strategy
- 6 Cambridge City Council Local Plan
- 7 South Cambridgeshire District Council Conservation Officer's Report (September 1992)
- 8 County Museums Advisory Committee Museum Development Plan for Cambridgeshire

TABLE 6 ORDER AND GROUPING OF THE OBJECTIVES

O.	order	set
1.1	13	B
1.2	5	A
1.3	20	B
1.4	9	A
1.5	14	B
1.6	12	B
1.7	18	B
1.8	3	B
1.9	7	A
2.1	4	A
2.2	2	A
2.3	19	A
2.4	16	B
2.5	21	A
3.1	1	A
3.2	10	A
3.3	6	A
3.4	16	B
4.1	11	B
4.2	14	B
4.3	8	A

TABLE 7.2 DEVELOPMENT BY YEAR

O.	Year 1	Year 2	Year 3	Year 4	Year 5
1.1	CCC prompt		CCC review		CCC review
1.2		CCC prompt		CCC review	
1.3	CCC, SCDC, CbCC	same?	...	...	...
1.4	CCC, CbCC, SCDC	same?	...	...	...
1.5	CCC, CbCC, SCDC	same?	...	...	...
1.6	CCC prompt	CCC review	CCC review	CCC review	CCC review
1.7		CCC, CbCC, SCDC assess	same?	...	...
1.8		CCC assess	CCC review	CCC review	CCC review
1.9	CCC (CbCC, SCDC aid)	same	same	same	same
2.1	CCC	same?	...	...	...
2.2		CCC	same?		
2.3	CCC	CCC review	CCC review	CCC review	CCC review
2.4	CCC		CCC review		CCC review
2.5		CCC, CbCC, SCDC	...		
3.1	CCC, CbCC, SCDC	same	same	same	same
3.2		CCC	same?	...	...
3.3	CCC	same	same	same	same
3.4	CCC		CCC review		CCC review
4.1	CCC, CbCC, SCDC	same?			
4.2			CCC, CbCC, SCDC	same?	
4.3	CCC, CbCC, SCDC	same	same	same	same

TABLE 7 Schedule for developing the Strategy

ABBREVIATIONS

BC	planning (buildings conservation)
CA	County Archivist
CCC	Cambridgeshire County Council
CbCC	Cambridge City Council
CMO	County Museums Officer
SCDC	South Cambridgeshire District Council
SLSL	Senior Local Studies Librarian
SMRO	Sites & Monuments Record Officer

TABLE 7.1 DURATION, STAFFING AND FUNDING

O.	year	major staffing	remark
1.1	1		to be repeated
1.2	2/3		to be repeated
1.3	continuing		implications for revenue and capital
1.4	continuing		implications for capital
1.5	continuing		implications for capital
1.6	1		
1.7	2/3-	CMO	implications for revenue and capital
1.8	2/3-	CMO, SMRO	implications for revenue
1.9	1-	continuing	
2.1	continuing		implications for revenue and capital
2.2	2-	CA	implications for revenue and capital
2.3	1-		
2.4	1/2		to continue
2.5	1/2	CA	implications for revenue
3.1	continuing		
3.2	2/3-	SLSL, SMRO, BC	
3.3	1-	SLSL, CA, CMO, SMRO	
3.4	1-	continuing	
4.1	1-	BC, SMRO	implications for revenue
4.2	3-		implications for revenue
4.3	1/2-		implications for revenue and capital

FIGURE 1 The heritage cycle

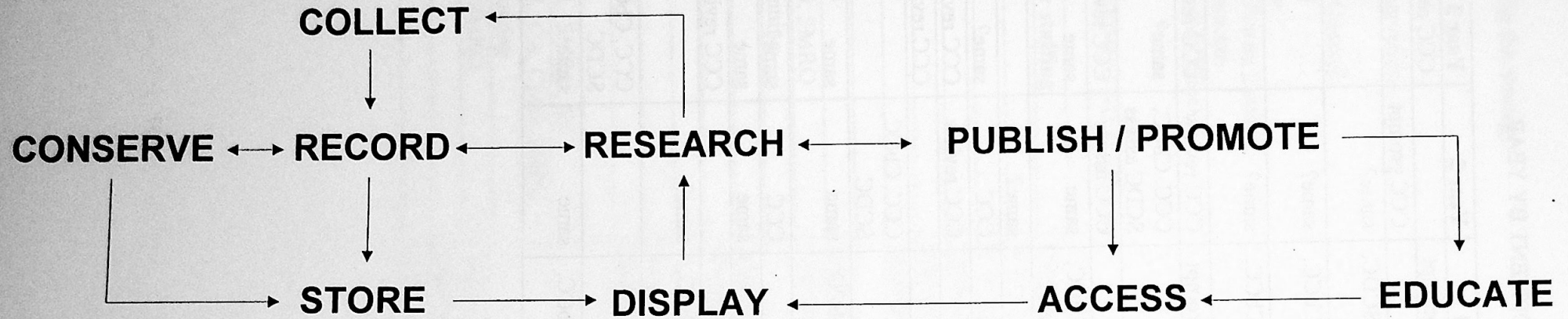


FIGURE 2 Cambridgeshire County Council area (as at 1 April 1998), showing museum collecting areas in South Cambridgeshire and Cambridge City Districts. The Folk Museum covers the whole area and the Farmland Museum all but Cambridge City.

